

NHS South East London Integrated Care Board People Committee

Terms of Reference

September 2024

1. Introduction

- 1.1. The NHS South East London Integrated Care Board (ICB) People Committee [the “committee”] is established as a committee of the ICB.
- 1.2. These Terms of Reference set out the role, responsibilities, membership, and reporting arrangements of the committee under its terms of delegation from the ICB Board. The committee’s powers relate specifically to these terms of reference, which can only be amended by the ICB Board.
- 1.3. All members of staff and members of the ICB will be expected to co-operate with any requests made by the People Committee.

2. Purpose

- 2.1. The South East London People Committee plays a fundamental role in helping us secure our current and future workforce, provide innovative thinking and ambition and integrate across health and care in the six boroughs of the sector. The People Committee is responsible for ensuring an effective system response to key and immediate workforce priorities alongside ensuring strategic and longer-term workforce projections are actively considered.
- 2.2. The People Committee will report into the SEL Integrated Care Board and the London People Board and is crucial to the delivery of the same aim for the London Region.
- 2.3. The priority for the People Committee is to ensure the delivery against the five strategic priorities of the ICS People Strategy, which closely align to the three pillars of the National Long-Term Workforce Plan:
 - **Train:** 1. Strategic Workforce Planning; 2. Driving Education and Training; 3. Promoting SEL as a great place to work

- **Retain:** 4. Embedding a culture of inclusion and wellbeing
- **Reform:** 5. Enabling innovation

- 2.4. The People Committee will ensure continued development of the ICS People Programme, overseeing and assuring delivery of the ICS People Strategy and strengthening the collective ability to achieve the quadruple aims of the Integrated Care System.
- 2.5. The People Committee will embrace and champion a 'one workforce' approach, enabling the whole system to attract and retain the diverse, skilled and motivated workforce needed to continue to deliver high quality care and to help to tackle long embedded challenges in inequality and inequity.
- 2.6. The SEL People Committee will work closely with the partner organisations and networks, who employ significant numbers of health and care workers across the sector, to deliver on an ambitious and far-reaching people agenda.
- 2.7. Enabling and engaging at Place level will be an important aspect of the People Committee's remit, which has been shaped through completion of the planned Local Care Partnership discovery work.
- 2.8. The committee is responsible for overseeing the work of the following sub-committees:
 - ICS Equality, Diversity and Inclusion committee (workforce)
 - Workforce Supply Collaboratives
 - Staff Health and Wellbeing Committee

3. Duties

- 3.1. The role of the SEL People Committee is to develop and oversee a strategic programme of work, fully aligned with the expectations of an ICS People Programme and which:
 - Delivers on the immediate and long-term system workforce priorities,
 - Contributes to assuring high quality and accessible care and financial sustainability
 - Works closely with the employing organisations across the sector
 - Focuses on equality and equity for our current and future workforce

- Ensures that South East London is an attractive place to work and one that staff can easily move around to develop their career and remain in the sector
- Ensures diverse career opportunities into health and social care careers and fosters even stronger collaborations to benefit our people and communities
- Is informed by national and London priorities and policy across health and care
- Contributes to London-wide working groups and initiatives such as Talent Management.

3.2. The People Committee will provide committed leadership for equality, diversity and inclusion – providing oversight to drive systemic solutions to the diversity and inclusion agenda and ensure that it runs as a common thread through all workforce initiatives including securing the implementation of the London Workforce Race Equality Strategy.

3.3. The People Committee will ensure continuous development of the ICS People Strategy through:

- Steering a consistent focus on the five strategic ICS priorities
- Tracking progress against the expectations
- Demonstrating increasing levels of accountability to the Integrated Care Board, and regionally and nationally for these outcomes.

3.4. The People Committee will support the ICS People Programme to deliver optimal benefit to the system through:

- Scrutinising subcommittee reports in relation to progress against system workforce targets
- Examining and debating data and intelligence relating to workforce growth and trends,
- Utilising available metrics such as model hospital weighted activity measures to inform engagement
- Driving a strong demand for transformation, efficiency, and integrated working
- Challenging the status quo for example hard to recruit areas and where long-standing issues are evident
- Engaging in system wide discussions on overall pay costs
- Engaging in active exploration of strategic financial and activity context to support development of greater alignment.

4. Accountabilities, authority, and delegation

- 4.1. The South East London People Committee shall report to the SEL ICB Board through the Chair and also through to the London People Board through the SEL ICB Chief People Officer.
- 4.2. The authority delegated to the committee is set out in the ICB's Scheme of Reservation and Delegation.
- 4.3. Formal decisions of the committee will need agreement from a majority of members present at the committee meeting and will require the meeting to be quorate.
- 4.4. The committee will undertake an advisory function where a decision is required beyond the above stated levels of delegation. In this, the committee will notify the ICB Board of items for decision.
- 4.5. The committee may establish any working group or task and finish group to lead work under a defined term of reference / engagement. The committee must agree by majority on the establishment of any of the groups and formally agree their terms of reference.
- 4.6. The committee is responsible for overseeing the work of the following sub-committees:
 - ICS Equality, Diversity and Inclusion committee (workforce)
 - Workforce Supply Collaboratives
 - Staff Health and Wellbeing committee.
- 4.7. Sub-committees will usually meet monthly and report to the People Committee on their activities via an agreed sub-committee report. The report will highlight any recommendations for the committee to review and approve; and items of sub-committee business that the committee should note.

5. Membership and attendance

- 5.1. A key principle of membership is that it represents the diversity of health and care organisations across the sector as well as the diversity of South East London staff and communities.
- 5.2. Members of the Committee will have a passion for the people agenda and act as a unitary member of the Committee whilst providing a link back to their own organisation, borough or part of the system.
- 5.3. The committee will be constituted of the following members:

- Chair - ICB Partner Member
 - Vice Chair – Chief People Officer SEL ICB (also the Chief People Officer representative on the London People Board)
 - Chief of Staff, South East London Integrated Care Board
 - Director of SEL ICS People Programme
 - A provider trust HR/Workforce Director or Chief People Officer for each of the following sectors: acute, community and mental health.
 - 2 Clinical and other leaders with proven interest in the people agenda, actively engaged in the Clinical and Care Professional Leadership committee
 - A Public Health Representative
 - A Primary Care provider representative
 - An Acute Trust representative
 - A lead Training Hub representative
 - CEO representative VSCE organisation
 - Director of Voluntary Sector Collaboration and Partnerships (SEL ICB)
 - A local authority representative
 - An independent care provider sector representative
 - A SEL Higher Education Institution representative
 - A Workforce, Training and Education (WTE) directorate (NHSE) representative
 - A Trade Union representative
 - A Non-Executive Director
- 5.4. The following representatives will be in attendance:
- 2 CEO representatives VCSE organisation
 - 2 CEO representatives Social care provider
 - Primary care Clinical Director/Lead/Manager representative
- 5.5. Members of the ICS People Programme team and meeting secretary will additionally be invited to sit in attendance at People Committee meetings.
- 5.6. Other individuals from across the Integrated Care System may be invited to attend as required.

- 5.7. The committee is permitted, with agreement of the ICB chair to formally co-opt additional members and/or other subject matter specialists to broaden the range of input should this be deemed necessary.

6. Chair of meeting

- 6.1. At any meeting of the committee, the chair if present shall preside. If the chair is absent, the vice chair shall preside. If the chair is temporarily absent on the grounds of conflict of interest, the vice chair shall preside.

7. Quorum and conflict of interest

- 7.1. The group will be quorate when at least 50% of the membership is present, including either the Chair or Vice Chair.
- 7.2. The committee will operate with reference to NHS England guidance and national policy requirements and will abide by the ICB's standards of business conduct. Compliance will be overseen by the chair of the committee with support from the ICS People Programme team.
- 7.3. The committee agrees to enact its responsibilities as set out in these terms of reference in accordance with the Seven Principles of Public Life set out by the Committee on Standards in Public Life (the Nolan Principles).
- 7.4. Committee members will be required to declare any interests they may have in accordance with the ICB's Conflict of Interest Policy (included within the Standards of Business Conduct Policy). Members will follow the process and procedures outlined in the policy in instances where conflicts or perceived conflicts arise.

8. Decision making

- 8.1. Where a decision is required, it is expected that this will be reached by consensus. Where a vote is required to decide a matter, each member may cast a single vote. In the event of equal votes, the chair will have a casting vote.

9. Procedure of decisions made outside of formal meetings

- 9.1. The committee chair will arrange for the notice of the business to be determined and any supporting paper to be sent to members by email. The email will ask for a

response to be sent to the committee chair by a stated date. A decision made in this way will only be valid if the same minimum quorum described in the above paragraph, expressed by email or signed written communication, by the stated date for response, states that they are in favour.

- 9.2. The ICB's People Programme team will retain all correspondence pertaining to such a decision for audit purposes and report decisions so made to the next meeting. A clear summary of the issue and decision agreed will then be recorded in the minutes of that meeting.

10. Frequency

- 10.1. The committee will meet once every two months and at least six times over the course of a year.
- 10.2. All members will be expected to attend all meetings or to provide their apologies in advance should they be unable to attend.
- 10.3. Members are responsible for identifying a suitable deputy should they be unable to attend a committee meeting which needs to be agreed with the chair, and notified to the meeting secretariat, in advance.
- 10.4. Nominated deputies will count towards the meeting quorum if attendance has been agreed by the committee chair.
- 10.5. Members and staff from ICS partner organisations are expected to contribute to reasonable requests for information and input to the work undertaken by the committee.

11. Reporting

- 11.1. Papers will be made available five working days in advance to allow members to discuss issues with colleagues ahead of the meeting. Members are responsible for seeking appropriate feedback.
- 11.2. The committee will report on its activities to the ICB Board via the overall Committees report and any further agreed ICB reporting requirements.
- 11.3. The minutes of meetings shall be formally recorded and reported to the ICB Board for the purposes of assurance.

12. Committee support

- 12.1. The committee will be supported by members of the ICS People Programme team.
- 12.2. The meeting secretariat will ensure that draft minutes are shared with the chair for approval within three working days of the meeting. Draft minutes with the chair's approval will be circulated to members together with a summary of activities and actions within five working days of the meeting.

13. Monitoring adherence to the Terms of Reference

- 13.1. The chair of the committee will be responsible for ensuring the committee abides by the terms of reference.

14. Review of Arrangements

- 14.1. The committee shall undertake a self-assessment of its effectiveness on at least an annual basis. This may be facilitated by independent advisors if the committee considers this appropriate or necessary.
- 14.2. These terms of reference shall be reviewed by the committee chair and ICB chair on an annual basis, in the context of the self-assessment and any changing business requirements, with changes proposed for approval to the ICB Board.